

Tony McGrory: Very much so. I mean an organisation's culture is based upon the people and their attitudes and behaviours in the workplace. Management has a very important responsibility with regard to leadership, and leadership is more to do with the people issues than anything else that I can actually recall.

There's also a twin aspect with regard to managing people's behaviour, and the management aspect is critical with regard to creating the culture which is reflected in the service and the service excellence that an organisation's employees deliver to both its internal customers and its external customers.

Tony McGrory: Once again we start, I think, with the people aspects. The thing about change in today's modern world is that, A, there's a lot of it, and, B, it's getting faster, so people's coping ability with regard to change, people can either be an agent of change, they can either react both favourably and unfavourably to change, or they can embrace change.

The way in which people cope with change is one which is an interesting word because a coping quality doesn't actually reflect the way in which the organisation needs to respond to the demands of change itself.

As I've said, it tends to get faster and there's more of it in today's media bases technology. In fact, we're working in global markets rather than internalised markets, which is traditionally where people actually started work. In terms of their work environment they got born, they got dressed, they got blessed and tried to be a success, and in terms of a business and its relationship these days it's less individually based and more teamwork based. And, therefore, that actually requires some real drivers, particularly from the leadership aspect in a business, to not only create change but also actually deliver that by means of communicating that change, and why there's benefits within the business in terms of where we are today, the effect of change. and how it takes us where we are and where we want to be tomorrow, and that's clearly ahead and in a better position than we are today.